

IU Northwest Council Meeting Notes Meeting Held Tuesday July 15, 2015

Chancellor Lowe asked if there were comments or questions regarding the June 9, 2015 meeting notes. Hearing none, he advised Council members to contact Kathy Malone with any changes, and thanked her for doing a good job of keeping track of the proceedings.

I. Enrollment Management & Student Success

a. Enrollment Management Update

Vice Chancellor Malik reported that for Fall 2105, headcount is down approximately 9%, and credit hours are down approximately 7%. Interventions continue to encourage students to enroll and to register. Graduate enrollments and credit hours are up, and non-resident totals are approximately 20% higher than the same time last year. Population studies are being conducted, including reexamination of the Fifteen-to-Finish model, to determine how students at IU Northwest are impacted. Data produced as a result of the studies will assist with determining the nature of intervention efforts. Good reading and writing skills are important for students to be able to handle academic barriers, and efforts in first-year writing courses should be reviewed. Online courses are an increasingly popular option for students.

This meeting marked Dr. Malik's final meeting with the IU Northwest Council. Chancellor Lowe thanked him for his service to the IU Northwest campus and to the Council. His service was applauded by the Council, and everyone wished him well.

Vice Chancellor Montevirgen reported that, as of July 12, admissions for undergraduate beginning students is down 1.6%, and beginning enrolled student registration is down 3.3% from last year. Transfer student declines persist system-wide, with admits down 5.4%, and enrolled students down 14.6%. Transfer student enrollment system-wide is down 22.1%.

b. Introduction of Dorothy Frink, Director of Admissions and Strategic Recruitment

Vice Chancellor Montevirgen introduced Dorothy Frink, Director of Admissions and Strategic Recruitment at IU Northwest, effective June 2015. Dorothy shared her observations and provided feedback on her experiences to date in the Office of Admissions. She noted that IU Northwest needs to do a better job of telling the story about the great educational value, academics, services, and programming that the campus offers, and she is collaborating with the Office of Marketing and Communications to ensure that printed material, such as the View Book, contains the desired messages. Testimonials from alumni ambassadors, who will share information regarding the value of remaining in Northwest Indiana, will also be contained in the View Book. Print material must be compelling in order for students to want to take the next step to apply, and Ms. Frink is working to put in place a campaign team to execute a communication plan where potential students will be contacted through various print, media and phone calling efforts. A focus is also on retention, and one aspect of retention being examined is the quality of the preparation of the students who IU Northwest recruits because the better prepared the student, the greater the chances are for success. At some point, current admissions standards will also be examined. Dorothy would like to develop a strong partnership between academics and admissions.

II. Service Initiative Update

Vice Chancellor Malik introduced Dr. Demetra Andrews and Dr. Andrea Griffin, both faculty members in the School of Business and Economics at IU Northwest, who are involved in the campus Service Initiative. Drs. Andrews and Griffin are evaluating data from a 2013 Student Satisfaction Survey, and also data obtained at the 2014 Campus Conversation, which relates to the campus Service Initiative that focuses on how colleagues treat each other and the service provided to students. They are using the data to establish focus groups to capture depth and breadth of ideas, and are augmenting the research that is available. Efforts are going forward to create a structure, including additional data collection, which will give depth of understanding, in terms of perspectives of service on campus, and will make it actionable to improve service quality in a way that can be identified by faculty staff and students as moving forward with improvement. Represented below is a portion of the information shared by Drs. Griffin and Andrews:

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Proposed Areas of Service Improvements from Faculty and Staff (top eight)

Service Dimensions:

- Responsiveness – the readiness and willingness of employees to help customers by providing prompt, timely services.
- Listening – understanding what customers really want.
- Servant Leadership – defining the role of leaders as supporting service providers and defining the corporate culture to reflect this.
- Teamwork – developing teamwork ability to improve employee motivation and capability.
- Empathy – the provision of caring, individualized attention to customers.
- Assurance – the knowledge and courtesy of employees and their ability to inspire trust and confidence.
- Reliability – the ability to perform the promised service dependably and accurately. The single most important dimension of service quality.
- Tangibles – the appearance of physical facilities, equipment, personnel, and communication.

Service Concerns Perceived by Students (from the 2013 Student Satisfaction Survey)

There were six questions about each of several different service areas (e.g., Bursar, Parking, Advising), and the questions represented four service dimensions: responsiveness, assurance, reliability, and appropriate use of technology. Students want to see a change in the service culture and they want to see that people are interested in providing good service, with the changes publicly stated and transparent. They also want an increase in responsiveness (maximum 24-hour response time). Additionally, they want increases in assurance, empathy and listening (to know that they are being heard and can trust the person with whom they are speaking).

Changes to the type of information provided is the number one change desired by students. They would like more “frequently asked questions” information, and more information on advising, the registration process, and the change from Oncourse to Canvas. They would also like the campus to communicate with them differently and rationalize the information they receive because they feel that the campus sends too many student email messages. The Council remarked that the official method of contact is through student IU accounts, and the ability for students to forward their IU accounts to personal email accounts exists. Faculty should inform students at the beginning of classes that they will only be contacted through their official university email account, and the only campus email contact to which they should respond is IU mail. Due to oversaturation of information from the campus, students tend to not read information

Focus groups will be used to identify perceived issues and proposed solutions by faculty, staff and students. While there have been challenges recruiting students to participate in focus groups, there have been four student sessions that generated good data. Efforts continue to involve more students for focus groups with each student receiving a \$25 gift card. Azaz Mehmood cautioned against having more focus groups in September because they might conflict with student exam schedules. He advised that efforts to recruit students to participate in focus groups might be more successful by working through student clubs such as Student Ambassadors or Student Alumni.

Faculty focus groups centered around information issues including centralization of information and where to get good information. Faculty concur that the campus should adhere to the 24-hour response time preferred by students. Another faculty focus group will be held in the fall.

Plans are moving forward to schedule staff focus groups. The sessions are approved campus initiatives, and Council members are encouraged to allow staff members in their units to participate. Mianta’ Diming remarked that most staff do not understand their role in the Service Initiative and the focus group sessions will be helpful to clarify staff roles.

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Prof. Gallmeier commented about use of the word “customer” when referring to students and cautioned that students do not like being referred to as “customers.” While the word “customer” was used in the previously mentioned Service Dimensions from faculty and staff, in future focus group sessions, as they have in past sessions, Profs. Griffin and Andrews Focus will refrain from using the word “customer. A more appropriate term, when referring to students, must be identified, and language to define relevant relationships, as they relate to service to students and to each other, is necessary. It is important that everyone know their role in a service environment. Azaz commented that students do not want to be referred to as “customers,” and he supports not using the term when referring to students. He indicated that referring to students as “customers” is discouraging and makes students feel that the university only wants their money and does not care about them or their success which relates directly to student retention. Chancellor Lowe remarked that Azaz makes an important point and, while recognizing that the term “customer” informs the field of research and practice to which Professors Andrews and Griffin refer, a solution is to, simply, refer to students as “students” (e.g., student service or service for students).

Chancellor Lowe concluded the discussion by reiterating that the focus of the Service Initiative is better service to students and better service to others. At the conclusion of the work by Drs. Griffin and Andrews, a final report will be generated.

III. Financial Status

a. FY16 salary clarification message

Marianne Milich, CFO, reported that final close for FY15 is July 24, 2015. The 2% state appropriation (\$334,000) for the month of June will not be withheld this year, as it was last year. The state has agreed to release the funds, and Indiana University has submitted a request to receive them. In prior years, the campus has been able to appropriate these funds for use as a portion of the campus budget, but this year, the state has requested that IU submit a report to say how the funds will be used. The funds cannot be used to balance the budget and must be moved to a reserve account, with all campuses required to submit a request for use of the funds. Indiana University has not established parameters for use of the funds, but it is known the purpose must be a strategic initiative to benefit students. An additional \$334,000 must be identified to balance the campus budget.

The release of President McRobbie’s end-of-the-fiscal-year message prompted questions from IU Northwest colleagues about the 2% pay raise pools authorized by Indiana University. Chancellor Lowe distributed a message of clarification which indicated that not all campuses provided 2% increases and, this year, IU Northwest was one of three regional campuses that did not provide increases across the board. The 2% pay raise had to be funded by the campus, within current resources, as a part of the budget process which is why employees who make the least at IU Northwest received a 2% salary increase, which supports the salary study that has guided salary decisions for the past few years. Professional Staff and faculty did not receive increases. In the last six years, there have been six increases authorized by the university, and IU Northwest has been able to participate in all six.

IV. Facilities Planning

Chancellor Lowe announced that Vice Chancellor Joe Pellicciotti was awarded the Sagamore of the Wabash on June 30, 2015, his last day of work prior to retirement. The Sagamore is an honorary award created by the state of Indiana and given to those who rendered distinguished service to the state or to the governor.

a. Arts and Sciences Building – Contract award; start of construction

A contract has been awarded for construction of the Arts and Sciences Building to a Gary firm, Gariup Construction, and preparations to begin construction are in motion. Gariup has been in business in the area for almost a century and, through the years, they have done a great deal of work with and for Indiana University. Much of the work, with regard to the new building, will be handled at the university level,

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but onsite Andy Kapocius, Executive Director of Facilities and Operations, and Otto Jefimenko, Physical Plant director, will provide oversight.

b. Executive Director for Facilities and Operations

Andy Kapocius has been named Executive Director of Facilities and Operations, and he began employment at IU Northwest on Monday, July 20. Andy will be introduced at the August Council meeting.

The new parking lot scheduled for completion on the East side of Massachusetts Street, has been delayed and will not be complete until October 2015. As a result of the new building project, 300 parking space were lost, but considering the spots to be gained in the new lot on Massachusetts Street, and the 80 spots gained in the new lot adjacent to Lindenwood Hall, the net loss of parking spaces is 70 spots. Parking complaints were minimal during Fall and Spring, 2014-15, and it is anticipated that the loss of parking spaces will not pose a significant parking problem. With plenty available parking at the Village Shopping Center on Grant Street, the campus will be promoting use of the RedHawk Shuttle as a viable option for students, faculty and staff.

The Hawthorn Hall lobby renovation project is moving along as scheduled and should be complete before the beginning of the Fall 2015 semester.

V. Campus Conversation on Diversity, Equity, Inclusion follow-up: Leadership role(s) for Council

a. One Book – One Campus – One Community Update

1. 2015-16 Reading Selection: *Operation Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families* by Andrew Carroll (ed.)

The One Book Committee will remain in place, with Dr. Crystal Shannon serving as chair, until a decision has been made regarding how the One Book initiative will move forward, and the committee will solicit faculty participation as they have done in the past.

2. One Book Proposals

The One Book Committee submitted proposals for possible restructure of the One Book Committee and initiative going forward. The *ad hoc* committee has done a really fine job for the last few years of guiding the One Book initiative, and the Council is examining other alternatives and ways to make the One Book activity more formal and to institutionalize. Dr. Gallmeier indicated that the Faculty Organization Executive Committee will discuss the idea of the One Book Committee becoming a collaborative effort between the Council and the Faculty Organization at their next meeting in September, and will also discuss the faculty being more involved with the One Book initiative.

Students would benefit from a common reading collaboration between the Council and faculty, with faculty engaged with students as they identify ways in which to relate to students through a common reading. This experience would also enhance a more fully-functioning first-year student experience, with the ability to link elements to student success. One Book efforts have been linked very directly with diversity since the inception of the initiative, and first-year experiences often use common reading themes to address diversity. The hope is that the Council and the faculty can make the One Book initiative very robust, and particularly academic, with more involvement by faculty and students. Chris Young offered facilitation assistance from the Center for Innovation and Scholarship in Teaching and Learning (CISTL).

3. Summer Council Reading Initiative: Discussion of *Operation Homecoming* – August 2015

The Council's Summer Reading Initiative discussion will take place at the August Council meeting on Tuesday, August 11. The discussion will focus on the significance of the book *Operation*

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Homecoming: Iraq, Afghanistan, and the Home Front, in the Words of U. S. Troops and their Families and how Council members can advance the book in the coming academic year. Chancellor Lowe asked Council members what they would find meaningful in terms of campus involvement around the book, and he referenced the success of efforts around *The New Jim Crow* last year, commenting that good faculty and student interest and participation was one reason efforts were so successful. Ideas submitted for this year's initiative include the following:

- Have theater students and faculty choose sections from the book and perform those excerpts behind the scenes or in front of an audience. Listening to the various voices used in the book on tape provided a different and compelling experience. Council members can also perform readings from sections in the book.
- Connect with veterans in the community and veteran service organizations (Veterans Services at St. Mark Church on Ridge Road in Gary), with them also reading the book to foster community. Provide an opportunity for focus groups so that veterans can be heard, with the hope of evoking change or improvements.
- Consider a microcosm of the project in the book, with student veterans talking about their lives. Have veterans in the community talk about their experiences with people who have not had those experiences. Host small seminars and have students write about those experiences. Seek out veterans on campus for involvement.
- Look online for a book review that can be used to help identify the various themes in the book.
- The book is organized thematically, which lends itself to themes that can be discussed. Refer to the themes identified in the table of contents and select maybe 2 or 3 on which to focus. There were a number of themes that are worth exploring, and some are related to past themes, with regard to reconciliation between people, racial issues. Exploring those themes might be a good use of the Council's time; select 3 or 4 themes and have people identify selections from the book that illustrate those themes and perceptions and have a discussion.

V. Institutional Effectiveness Update

John Novak and the Institutional Effectiveness Advisory Committee will begin preparing for the comprehensive quality review by the Higher Learning Commission (HLC), which is their opportunity to review the campus for reaccreditation purposes, in Spring 2016.

The two basic parts of the review are quality assurance, which assesses what is done, and commitment to quality improvement, which assesses how the campus is moving forward with quality improvement as an institution. There are five criteria the HLC expects an institution to be able to speak to, and there are assumed practices which are basic things that any institution of higher learning should be doing. There is a resource guide that provides instruction for the review and a federal compliance reporting structure to ensure that the campus is complying with federal guidelines. A notification for 3rd party constituent comments must be sent to all IU Northwest stakeholders, including alumni and Board of Advisor members, and a student satisfaction survey (questions predetermined by the HLC) must be administered, probably in January 2016. The institution has the opportunity to set the agenda for the visit, and the visit will place April 11-13, 2016. Relevant units on campus will be contacted for data and to assist with planning efforts.

VI. Student Government Association (SGA) Update

Azaz Mehmood reported that the Student Government Association met to begin preparations for various activities scheduled during the academic year. Students have been complaining on social network sites and to Azaz about the discontinuation of the 25% discount for summer classes. Chancellor Lowe explained that even with the discount, the IU Northwest campus, and the university, system-wide, has not seen viable student growth during the summer with enrollments decreasing while the 25% discount was in effect.

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Chancellor Lowe acknowledged Azaz's participation in the campus update report to the Board of Trustees during their meeting on the IU Northwest campus in June, and he commented that Azaz did a good job. The report was recorded and has been posted online at [IU Board of Trustees visit IU Northwest](#).

VII. Updates – Professional Staff, Clerical and Technical Staff, Police Officers, and Service Staff

- Cheryl Halkitis, representing Service Maintenance staff, reported that beginning in August 2015, the Physical Plant staff will be wearing different uniforms.
- Audrea Davis remarked that the problem with the staff Listserv has been resolved and, going forward, Council information will be forwarded to Clerical and Technical staff.

IX. Chancellor's Report

a. Council Annual Survey

The results of the survey will be placed on Oncourse and will be discussed at the September meeting. Based on the survey results, there were concerns expressed, and Chancellor Lowe reiterated that he views the Council as an important governance structure for the campus. He solicited ideas on how Council functions and deliberations can be improved, and he welcomes suggestions for a different agenda-setting process.

X. Other Information

a. IU Northwest Council migration from Oncourse to Box

The Council will be migrating from Oncourse to Box in Fall 2015 because Canvas does not provide suitable project site capabilities for the Council.

- b.** The annual Campus Conversation will be held Friday, August 21, 2015